Bernstein European Strategic Decisions Conference

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Safe harbour statement

This announcement may contain forward-looking statements, including ‘forward-looking statements’ within the meaning of the United States Private Securities Litigation Reform Act of 1995. Words such as ‘will’, ‘aim’, ‘expects’, ‘anticipates’, ‘intends’, ‘looks’, ‘believes’, ‘vision’, or the negative of these terms and other similar expressions of future performance or results, and their negatives, are intended to identify such forward-looking statements. These forward-looking statements are based upon current expectations and assumptions regarding anticipated developments and other factors affecting the Unilever Group (the ‘Group’). They are not historical facts, nor are they guarantees of future performance.

Because these forward-looking statements involve risks and uncertainties, there are important factors that could cause actual results to differ materially from those expressed or implied by these forward-looking statements. Among other risks and uncertainties, the material or principal factors which could cause actual results to differ materially are: Unilever’s global brands not meeting consumer preferences; Unilever’s ability to innovate and remain competitive; Unilever’s investment choices in its portfolio management; the effect of climate change on Unilever’s business; Unilever’s ability to find sustainable solutions to its plastic packaging; significant changes or deterioration in customer relationships; the recruitment and retention of talented employees; disruptions in our supply chain and distribution; increases or volatility in the cost of raw materials and commodities; the production of safe and high quality products; secure and reliable IT infrastructure; execution of acquisitions, divestitures and business transformation projects; economic, social and political risks and natural disasters; financial risks; failure to meet high and ethical standards; and managing regulatory, tax and legal matters. A number of these risks have increased as a result of the current COVID-19 pandemic. These forward-looking statements speak only as of the date of this document. Except as required by any applicable law or regulation, the Group expressly disclaims any obligation or undertaking to release publicly any updates or revisions to any forward-looking statements contained herein to reflect any change in the Group’s expectations with regard thereto or any change in events, conditions or circumstances on which any such statement is based. Further details of potential risks and uncertainties affecting the Group are described in the Group’s filings with the London Stock Exchange, Euronext Amsterdam and the US Securities and Exchange Commission, including in the Annual Report on Form 20-F 2019 and the Unilever Annual Report and Accounts 2019.
2.5bn consumers reached
48k suppliers
190 countries

12 billion euro brands
1.3bn people helped to improve health and hygiene

60% sales in emerging markets

14 of the top 50 global consumer brands

90% local leaders

Home Care 21%
Beauty & Personal Care 42%
Foods & Refreshment 37%
Our emerging markets footprint continues to be a strength

**Depth**
- India’s largest FMCG company
- Strong #1 share position
- 97% local managers
- Unilever product in every Indonesian household

**Breadth**
- >€500m
- 16 markets
- €100m to €500m
- 21 markets

**Opportunity**
- Contributing over 60% of global GDP growth by 2030
- Seeding the future

GDP growth (PPP adjusted) 2020-2030 IMF, IFS
Macro uncertainty requires extreme agility

**Rising Covid-19 cases**

Asia  
Europe  
North America  
Middle East  
Latin America  
Africa  

Mar  May  Jul  Sep

**Wide range of economic outlooks**

2019  2020  2021  2022  2023  2024

**Volatile currencies and commodities**

COVID-19 cases: 7-day rolling average cases per day (6th September 2020)
Significant short term demand shifts

Hygiene
Q2 2019: USG 5%
Q2 2020: USG 26%

Personal Care
Q2 2019: USG 3%
Q2 2020: USG (10)%

Prestige
Q2 2019: USG 8%
Q2 2020: USG (10)%

In Home Eating
Q2 2019: USG 0%
Q2 2020: USG 17%

Laundry
Q2 2019: USG 9%
Q2 2020: USG (1)%

Out of Home
Q2 2019: USG 4%
Q2 2020: USG (42)%

Hygiene: Skin Cleansing + Home & Hygiene  Personal Care: Personal Care excl. Skin Cleansing

Turnover
H1 2020

€26bn

€4bn

€7bn

€0.3bn

€4bn

€8bn

€2bn

Q2 2019
USG 9%
USG 8%
USG 4%
USG 0%

Q2 2020
USG (1)%
USG (10)%
USG (42)%
USG 17%
The Unilever Supply Chain

- **Reach**: 2.5 billion consumers daily
- **48,000 suppliers**
- **221 production sites**
- **3,352 production lines**
- **448 distribution centres**
- **5.3 million shipments per annum**
- **844 third party manufacturers producing 16% of volumes**
The Connected Supply Chain:
Creating competitive edge through an agile and efficient value ecosystem

Core enablers

- Agility and resilience
- Reshape asset and cost base
- Positive for people and planet
- Future-fit talent
- Digital transformation
- Partnerships for purpose
Challenges to business continuity in H1

- Import and export restrictions
- National lockdowns
- Management of workforce
- Major changes in buying behaviour
- Need to unlock capacity and capability
- Shift to working remotely
Step up in growth in ecommerce
Requires changes in our supply chain setup

- **Q2 Growth**
  - +78% eB2B
  - +58% Pure play
  - +120% Omnichannel
  - +48% Brazil
  - +59% China
  - +177% USA

- % of H1 Total Sales: +62% (8%)

- **Portfolio**
- **Fulfilment**
- **Order to deliver time**
- **Winning with the demand algorithms**

eB2B excludes UFS
Agility in our own supply chain processes

- Acceleration of complexity reduction
- Agile sales & operational planning
- Cash management
- Multi-location sourcing
- Strategic stockholding
- Real time information and digital transformation
Reshape the cost and asset base

Transformation programmes

5S
Manufacturing
ZBB
Logistics
Restructuring program

Strong savings

Fixed asset intensity

€2bn
A business committed to people and planet

Climate
Net zero emissions 2039

Nature
Deforestation free 2023

Clean Future
Fossil fuels eliminated from cleaning products 2030

Plastic
50% reduction in virgin plastic 2025

Inequality
A fairer and more socially inclusive world

Enabled through digital transformation, transparency and partnerships for purpose
Supply chain at the heart of a winning Unilever

Strategy remains strong and "Covid resistant"

Short pause on transformation, now back to acceleration

Future fit to support the "new normal" in consumer demands
Richard Slater
Chief R&D Officer

23rd September 2020
To innovate boldly for people and planet
Proud history of innovation
A strong and connected R&D team

Sustainability at our core

Differentiated science and technology

Global scale and local connectivity, & agility

Global Centre of Excellence

Key multi-market hub
## Leveraging our strengths in response to COVID-19

### Business continuity
- >50% of R&D resource flexed through the year
- Over 800 new material and supplier approvals
- 10x increase in use of our Digital R&D tools

### Innovation
- First global company to prove effectiveness against SARS-2-CoV virus
- 300 Lifebuoy hand hygiene SKUs launched in 60 markets in 8 weeks
- Innovation programme on-track and launches delivered on-time

### Communities
- €100m Unilever donations to fight the pandemic
- Converting R&D pilot plants to sanitiser production facilities
- Expert advice: 'Ask A Scientist' through social media +100m impressions
Impactful Innovation through Strategy, Discipline and Agility

**Strategy**
- Sharp Category innovation strategies with clear choices
- Focus on high growth spaces (channel/portfolio)
- Defined right to win and differentiated propositions

**Discipline**
- Identify, align and support scale innovation bets
- Ruthlessly cut the tail to re-invest (-34% YTD)
- Decisive post-launch reviews: Power-up, Pivot or Kill

**Agility**
- New, agile and iterative innovation process
- Unlocking creativity and speed (30% faster average speed to market)
- Driving engagement in teams and better outcomes
Sustainability at our core
Clean Future - our differentiated Home Care strategy

Petro-chemicals
High carbon chemistry
Wastage of water
Single use plastic
Distrust in chemicals

100% renewable or circular feedstocks
Low carbon products that work in quick and cold wash
Water efficiency & biodegradability
Recyclability, PCR Refill & re-use
Products designed for consumer trust
Greener formulations

Superior performance

Recycled Plastic packaging

TOUGHER ON STAINS + KINDER TO OUR WORLD
Superior mildness for hands

100% renewable actives

From sustainable biotechnology
Smaller, lighter and better value for consumers

75% plastic reduction

Delivered outstanding early results

75% plastic reduction

O MELHOR DE OMO DE UM JEITO INTELEIGENTE PARA PAGAR* MENOS

*Comparado ao 3L da mesma marca.

FAZ 3L

COLOQUE 2,5L DE ÁGUA

COMPLETE COM 500 ML DE OMO REFIL CONCENTRADO

MISTURE BEM E USE
Differentiated Science & Technology
Over half of consumers experience odour or wetness issues.

X3 efficacy and first ever clinical strength in an aerosol.

Differentiated patented technology.
760% global increase in hand sanitizers*

6 months from concept to launch

Kills 99.99% of virus and bacteria plus provides 8hr moisturisation

* Global market growth in previous 12 weeks
Invested €85m into state of the art foods innovation centre

Vegan / plant based market worth $31bn by 2026

Consumer preferred taste and experience
Global scale and local connectivity & agility
Design for e-commerce

10X ecommerce growth vs. FMCG average

Happiness through the letterbox

Innovative packaging solutions for environment and consumers

MORE BEAUTY, LESS BOTTLE

13.5 OZ Love Beauty and Planet bottle
R&D in Unilever

Innovate Boldly for People & Planet
Sustainability at our core

Differentiated Science and Technology

Global scale and local connectivity & agility

Future-focus: Digital Technology unlocking innovation
Unilever: purpose led, future fit

- Broad portfolio and footprint
- Sustainable business model
- Operational agility